PUBLIC PROCUREMENT ETHICS AND SERVICE DELIVERY IN THE PUBLIC SECTOR IN UGANDA:
A CASE OF KAMPALA CAPITAL CITY AUTHORITY (KCCA)

BY:

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DECLARATION

I NYAKABARA Ruhemba Edmond do hereby declare that, this research report is my original work and has never been presented to any other institution for any award of academic qualification and all the information obtained from other sources has been fully acknowledged.

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2011/U/HD/386/MBA

Signature .....

Date .....

APPROVAL

This thesis has been under our supervision as supervisors and is ready for assessment.

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DEDICATION

I dedicate this research work to my wife Tumushabe, daughters Atwiine and Kobumanzi son Bakamwenya , parents Mr. and Mrs Mwebaze and grandparents Katagira (RIP) & Kanyangi (RIP) who have in different ways supported my education journey.

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ABSTRACT

The study was focused on public procurement ethics and service delivery in the public sector of Uganda using a case study of Kampala Capital City Authority. The study was guided by the three objectives that is, to evaluate the influence of transparency in the procurement process on service delivery, a case of Kampala Capital City Authority, to examine the influence of integrity in the procurement process of Kampala Capital City Authority on service delivery, to examine the influence of impartiality in procurement process of Kampala Capital City Authority on service delivery.

A cross-sectional research design was used for the study since data was collected as single point in time and this enabled the researcher to collect detailed and in-depth data from KCCA staff and contractors. The researcher used questionnaire and interview guide to collect data from the respondents and 45 respondents formed the sample size of the study.

The findings of the study indicated that there is a strong linear relationship between transparency, integrity, impartiality and service delivery (r =.891). Transparency, integrity and impartiality affect service delivery by 79.4%. The results of the study indicated that integrity most affects service delivery (t = 3.334) followed by impartiality (t = 2.945) and lastly transparency (t = 2.619).

The study recommends that central to the whole of public procurement ethics is integrity and lack of integrity means that there is high level of corruption which affects adversely service delivery. Furthermore, the element of impartiality should strictly be followed. Procurement officers should not be biased in their procurement dealing of the Authority is to ensure efficient service delivery. Lastly, the whole process should be transparent to foster proper evaluation of service delivery.

CHAPTER ONE
INTRODUCTION

1.1 Background to the Study

Globally, Procurement principles and ethical codes of conduct are not a new phenomenon. They originate from a Latin verb "rumpere" which means moral/ethical code or administrative law (Gelderman, Ghijsen, and Brugman, 2006). The person who breaks the "rumpere" is deprived from his recognized benefit for himself/ herself, family, tribe or some other group (Shipman, 2008). In Uganda, procurement is a relatively new phenomenon and originally was in the hands of the Tender Boards. In May 1998, a task force of 12 members was set up by the government due to the influence of the donor community and global revolution to study the effectiveness of tender boards and recommend appropriate reforms (Basheka, 2009). In 2001, a country procurement study was carried out with the support of the World Bank (WB) and the report recommended overhaul of tender boards and enacting of the new law to regulate public procurements and disposal of public assets. These reforms that started way back in 1998 culminated into the birth of the Procurement and Disposal of Public Assets Act (1) 2003.

In support of the above statement, the GoU/UNDP report, (2005), indicates that by the mid 1990s there were many agencies involved in the fight against corruption in the public sector in order to foster the element of transparency, integrity, impartiality, probity, accuracy of information, confidentiality, high level of competence, and conflict of interest in procurement process. The office of the IGG had also been combating corruption since1986, but these operations agencies were acting without a policy framework. In 1998 the President established the Directorate of Ethics and Integrity (DEI) underscoring the need for political, legislative, and strategic framework to promote integrity and to guide anti-corruption policies and programmes

(Odhiambo and Kamau, 2003). DEI embarked on the design of Government's Strategy and Plan of Action to Fight Corruption and Build Ethics and Integrity in Public Office (GSPOA), which was completed and launched in year 2000. Promoting accountability and transparency was included among nine components of the National Programme of Good Governance and was one of the focus areas of GoU/UNDP cooperation and support. Public officials in the procurement and disposing unit are required to possess a high degree of professional ethics in the execution of their duties (National Baseline Integrity Survey Report, 2008). The PPDA emphasizes integrity, transparency, impartiality, probity, accuracy of information, confidentiality, high level of competence, and warns them of conflict of interest (PPDA (1) 2003: 93).

However, despite all the above, public sector organizations are still experiencing scandals due to unethical behaviour and trust in public service leaders is lost (Scott, 2008). For instance, recent public scandals in the region that involved unethical behaviour on part of certain public officials (some were directly or indirectly linked to procurement) have led to an emphasis on ethics and accountability training for both employees and elected officials (Basheka, and Mugabira, 2008). In addition, there are increased complaints from the general public and the continuous appearance of the government officials and authorities before Auditor General, Public Accounts Committee (PAC) and subsequent prosecutions is the true testimony of lack of compliance to the procurement principles and ethics (Nagitta and Ssennoga, 2010).

According to the Parliamentary Accounts Committee Report (2012) focusing on Kampala Capital City Authority most of the products procured by the Authority were not of the right quality. For example over one billion shillings were lost due to purchasing of poor construction

materials like asphalt, sand, stones, steel which were not of the right quantity and quality thereby compromising efficient service delivery (Agaba and Shipman, 2008). The auditor general also pointed out the poor quality of the roads and wanted the contracts for construction of those roads terminated and government money refunded or contractors make good of their works, because most of the roads constructed or reconstructed had potholes or ripped and some stretches of the roads poorly done and not of the recommended design and in some cases the roads were designed and not constructed at all for example the Najjanamkumbi-Makindye road 1.2km designed by MBW consulting engineers.

Some scholars (Ntayi et al., 2010a; Basheka and Mugabira, 2008) have conducted research on unethical practices in public procurement but no comprehensive study has been carried out on how unethical practices affect service delivery. Moreover, there are no empirical studies that can be traced to explain why some procurement practitioners exhibit unethical practices in procurement process. Ntayi et al., (2010a) sought to explain the unethical behaviour of public procurement officers using social cohesion, group think and ethical attitudes and established that these variables considerably contribute to explain the unethical procurement behaviour of procurement officers in Uganda. Ntayi et al., (2010b) explained unethical procurement behaviour using psychological climate, organizational anomie, procurement planning behavior and psychological wellness. Several authors have advanced theories explaining the prevalence of corruption in public (Ackerman, 2002; Basheka, 2010; Nagitta and Ssennoga, 2010, Epak, 2005; Palmier, 2000; Duperouzel, 2005; Khai, 2008; TI-Uganda Chapter, 2007; Preston and Snilsberg, 2002; Soreide, 2004 and Onapa, 2005) among others. But none of the above authors explains the

occurrence of unethical practices by public official and this is what the study sought to establish in order to fill the knowledge gap using a case of Kampala Capital City Authority.

1.2 Statement of the Problem

The government of Uganda is putting a lot of effort in developing and emphasizing respect for public procurement principles and professional ethics in conducting public procurement in order to register efficient service delivery. Although this is true, the state of service delivery in Kampala Capital City Authority (KCCA) is wanting. Ntayi et al., (2010b) says that non-adherence to procurement ethics in public entities, lack of transparency and lack of integrity may be the reasons for poor service delivery in KCCA. Despite efforts by the Public Procurement and Disposal of Assets Authority (PPDA) to ensure strict adherence to procurement ethics, still public procurement ethics are violated which in turn hinders efficient service delivery (PPDA Capacity Building Strategy Report, 2011-2014).

This position was corroborated by the Global Integrity Report on Uganda (2008) that the majority of government contracts are not awarded according to established procurement procedures thus underpinning the argument that ethical practices are not upheld.However, there is no empirical study which has been undertaken to examine the relationship between public procurement ethics and service delivery in public sector in Uganda and this is what the study sought to verify in order to fill the gap.

1.3 General objective

The general objective was to examine the extent to which public procurement ethics affects service delivery in the public sector in Uganda using a case of Kampala Capital City Authority.

1.4. Specific Objectives of the study

The study aimed to realize the following objectives.

i. To evaluate the influence of transparency in the procurement process on service delivery of Kampala Capital City Authority.

ii. To examine the influence of integrity in the procurement process of Kampala Capital City Authority on service delivery.

iii. To examine the influence of impartiality in procurement process of Kampala Capital City Authority on service delivery.

1.5. Research questions

i. How does transparency in the procurement process of Capital City Authority influences service delivery?

ii. How does integrity in the procurement process of Capital City Authority influences service delivery?

iii. How does impartiality in procurement process of KCCA influences service delivery?

1.6 Scope of the study

1.6.1 Subject scope

The study focused on the Public Procurement Ethics as independent variable by looking at transparency, integrity and impartiality and service delivery as dependent variable by looking at timeliness, responsiveness, efficiency, effectiveness and reliability.

1.6.2 Geographical scope

The study was conducted in five Divisions of Kampala District namely; Nakawa, Rubaga, Makindye, Kampala Central and Kamwempe that are under management of Kampala Capital City Authority (KCCA).

1.6.3 Time scope

The study was carried out in a period of seven months starting from February 2013 to September 2013. However, the study reviewed literature from 2008 to 2013 to get detailed data relating to public procurement ethics and service delivery. This time was selected since cases of violation of public procurement ethics have been rampant and these may be hindering efficient service delivery in Kampala Capital City Authority

1.7. Significance of the study

The findings of the study will assist the following;

i. Government and non-governmental organizations to reconsider the contribution of ethics in relation to procurement in form of reduction in expenditure and attaining value for money.

ii. Academicians, consultants and other researchers may use the findings of this study as a guideline in their research and in the execution of their duties.

iii. The study may help in strengthening procurement in both the private and public sectors as the findings may be used to evaluate the effectiveness of procurement function and staff.

1.8. Definition of the terms

The following terms have been used frequently in the study and it is vital to define them. Ethics, procurement, effectiveness and corruption

Ethics

This is the moral or professional conduct. They are moral principles or values that guide officials in all aspects of their work

Procurement

Procurement encompasses the whole process of acquiring property and/or services by purchase, hire, lease and rent. It begins when an agency has identified a need and decided on its procurement requirement (PPDA, 2009). Procurement continues through the processes of risk assessment, seeking and evaluating alternative solutions, contract award, delivery of and payment for the property and/or services and, where relevant, the ongoing management of a contract and consideration of options related to the contract. Procurement also extends to the ultimate disposal of property at the end of its useful life.

Procurement Ethics

Procurement ethics is the principle conduct governing an individual or group concern to what is right or wrong. Ethics is about fairness deciding what is right or wrong defining practices and

rules which underpin responsible conduct between individuals and group it is a sense of upright both of conviction and action.

Service Delivery– specifies the basic portion for rendering the defined service consumer benefits to the triggering service consumer. The service delivery unit is the reference and mapping object for the Service Delivering Price, for all service costs as well as for charging and billing the consumed service amounts to the service customer who has commissioned the service delivery.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter the related literature about procurement ethics and service delivery were reviewed. The purpose of this chapter is to supplement the research study with what other researchers discovered about the influence of procurement ethics on service delivery. This chapter is organized under three sections and thus starts with theoretical review, conceptual review and lastly reviewed the study objectives.

2.2 Theoretical Review

The study used the resource based model to explain the relationship between procurement ethics and service delivery. Raaijmakers (2000) explains that to ensure efficient service delivery in public sector organization there must be adequate resources in terms of skills, competences, ethical code of conduct, assets, capabilities, organisational processes, attributes, information and technology and knowledge of employees so that services are efficiently delivered to the people.

It should be noted that the main principle of procurement ethics are impartiality or objectivity, openness and full disclosure, confidentiality, due diligence, competence and duty of care, fidelity professional responsibility, transparency, integrity, avoiding potential or apparent conflict of interest (Nagitta and Ssennoga, 2010). These can be characterized by accountability, responsiveness, professionalism, transparency, open competition, confidentiality, non discrimination and fair play (Strom, 2000).

Lupia (2003) describes service delivery as the ability to ensure reliability, responsiveness, efficiency and effectiveness in service offered to customers. It should be noted that if Kampala

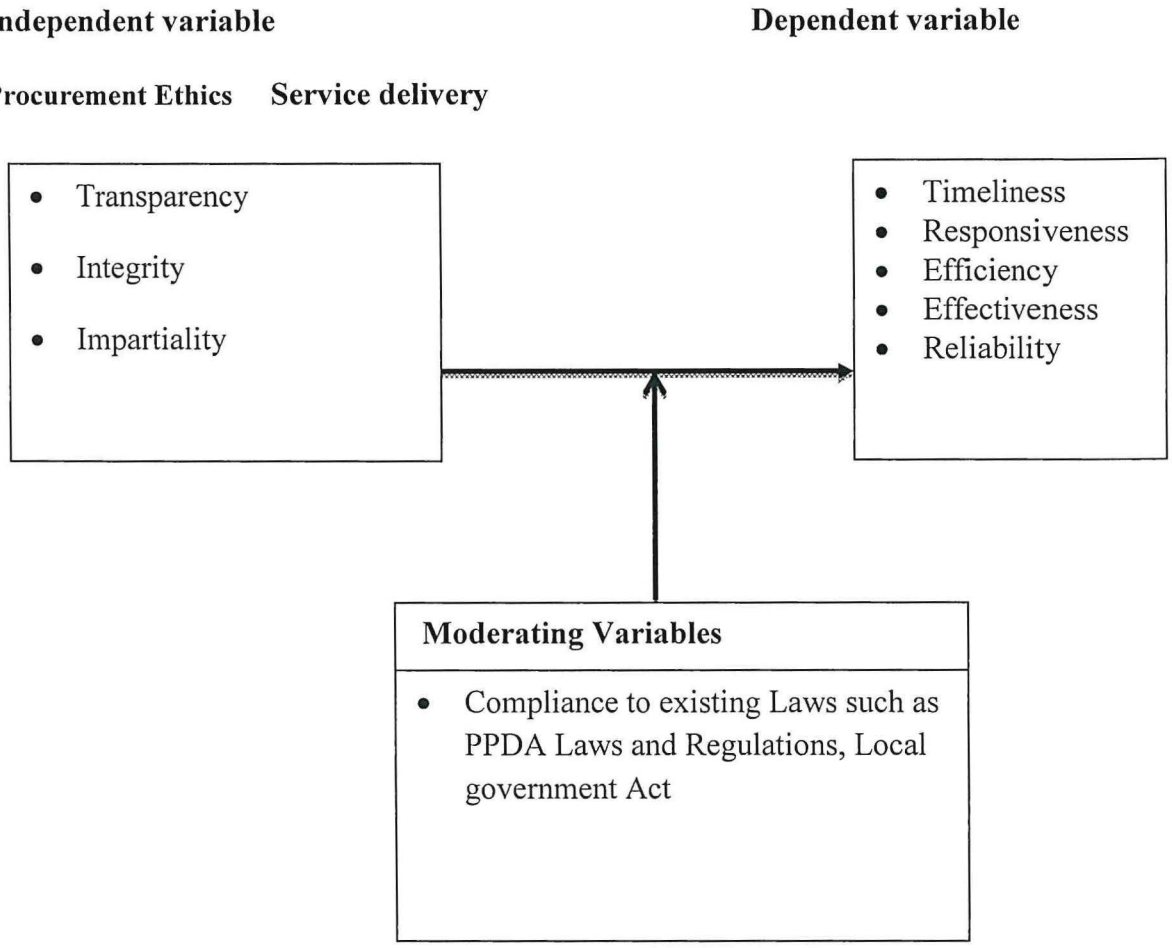
Capital City Authority utilizes well all its assets, organisational processes, professional ethical code of conduct it can register good service delivery.

The second theory to guide the study was the principal agent theory as advocated by Donahue, (1989). The theory explains that procurement managers in public sector play a relationship role. But his findings are based on the buyer/supplier relationship and the need of the buyer, as the principal, to minimize the risks posed by the agent. The author argued that procurement managers including all civil servants concerned with public procurement must play the agent role. Therefore procurement managers take on the role of agent for elected representatives. The principal-agency theory holds that shirking is likely to occur when there is some disagreement between policy makers and the bureaucracy. The democratic perspective focuses on responsiveness to citizens and their representatives (Strom 2000; Lupia 2003).

However, Soudry (2007) identifies this principal/agent relationship among the possible risks whereby procurement managers show apathy towards principal preferred outcomes or even overriding of the principals preferences thus resulting into unethical practices and non compliance.

2.3 Conceptual Framework

Figure (i) Showing the conceptual framework



Source: (Adapted from Raaijmakers, 2000)

The conceptual framework developed to examine the effect of public procurement ethic on service delivery. Public procurement ethics is the independent variable together with its components of transparent, integrity and impartiality/objectivity. It should be noted that public procurement ethic has a direct bearing on service delivery in terms of responsiveness, timeliness, reliability, efficiency and effectiveness (Agaba and Shipman, 2008). However, service delivery

can be compromised by lack of compliance with contract stipulations and legal framework. It is believed that if these intervening variables are favorable this can lead to efficient service delivery. The moderating variables were not considered though acknowledged as factors that moderate the relationship between procurement ethics and service delivery.

2.4 Transparency and Service Delivery

Transparency means unimpeded visibility. Because public procurement involves the use of and accountability for public funds, transparency is, perhaps, paramount in all procurement activities (Basheka, 2009).All transactions are subject to scrutiny but not all organizations experience such scrutiny and this is the reason why there is a problem of poor service delivery in public sector organizations (De Boer and Telgen, 2006). To ensure efficient service delivery, procurement officers and assistants must always conduct themselves in such a way that any scrutiny would not damage their organization or its leaders, member organizations, staff, or programmes.

To reap efficient service delivery, procurement processes used by agencies must be consistent and transparent (Basheka and Mugabira, 2008). Decisions need to be made in a visible manner and appropriately documented to allow them to be understood or justified upon review - for example, by tenderers, the relevant Ministers, the Parliament, the Auditor-General or the judiciary.

The PPDA (2009) state that transparency is a primary consideration throughout the procurement process from the initial identification of need through to the final disposal of any property. The PPDA (2009)require agencies to offer unsuccessful bidders a written or oral debriefing as to why

their offers were not successful (Agaba and Shipman, 2008). Another important element of transparency towards efficient service delivery is public reporting of opportunities and agreements. The PPDA (2011-2014) identify agencies' reporting obligations. Further detail is available in the Guidance on Procurement Publishing Obligations. One of the major factors that affect service delivery in the public sector is corruption; few activities create greater temptation or offer more opportunities for corruption than the public sector procurement. Hardly a day will pass by without another major scandalous public procurement activity in the papers ((Basheka and Mugabira, 2008). The main purpose of the procurement procedure is to ensure openness to all stakeholders involved in the procurement exercises. ((De Boer and Telgen, 2006) argues that corruption can be equated to the formulae = (M + D – A) where corruption equals to monopoly, discretion minus accountability.

Ntayi(2009), on the other hand notes that corruption in least developed countries occurs when there is motive and opportunity, corruption is a crime of opportunity, the opportunity being institution inefficiencies. Corruption in procurement is "grand" and at alarming levels, the integrity and ethics of procurement staff and those helping out with technical activities is highly questioned since they do not seem to adhere to any code of ethical conduct to guide their ethical responsibilities. According to Gelderman, Ghijsen and Brugman (2006)corruption may increase transaction cost by 50%.

Fisher (2004) adds that a purchaser who wants to violate the law has a couple of opportunities in his possession through which he can manipulate the process in a desired direction, these include arranging the composition of a tender in such a way that one may avoid the application of

tendering procedures above the threshold and instead use simplified procedures including designing the technical specification or terms of reference to favour a certain product or service or to exclude potential bidders (Hwang and Powell, 2009). Others are including the award criteria in tender evaluation which are completely irrelevant to the actual procurement and evidently discriminatory towards certain suppliers. Manipulation of the process can include using non- open tendering procedures such as restricted procedure or direct procurement, designing contract arrangement with obvious ambition to favour a certain suppliers, accepting false information and misleading documentation from bidders and manipulation of the decision making process (Basheka and Mugabira, 2008).

Lupia (2003) rates public procurement as an area of government activity in which the risk of corruption are very high. He further asserts that to offer total solutions which would continue to deliver advantages and to be responsible to the future needs of clients the key strength lie in the skills and professionalism of staff. This requires the ability to gain a close understanding of the clients business through training and capacity building (Fisher, 2004).

Nagitta and Ssennoga(2010), noted that corruption in procurement is not exclusive domain of the buyer who controls the purse strings but the supplier or contractor who makes an unsolicited offer can easily initiate it, corruption in procurement also takes form of tailoring specification to favor particular supplier restricting information about contracting opportunities and creating situations of emergencies and urgency so as to use single source bidding simultaneously supplier can corrupt the procurement process by colluding to fix bid prices offering bribes and interfering in the evaluation process and thus affecting quality of goods, works and supplies procured (Lupia 2003).

The most frequent source of corruption in public procurement takes the form of commissions paid or purchased items to officials in the procurement process. This practice threatens sound decision making by those involved in the procurement process for the higher commissions the better the opportunities of purchasing from the firm and thus affecting quality of goods, works and supplies ((De Boer and Telgen, 2006).

The recipients of clandestine money in the case of government contracts are not only public officials but also members of parliament, political parties and their office bearer (Agaba and Shipman, 2008). The national laws allow such contributions provided the payment are disclosed and are made without expectation of favours, in practice however the business firms making such payments try to obtain assurances from the recipient that they would helped by persuading the government the take decisions that would benefit there companies ((De Boer and Telgen, 2006).

Gelderman et al., (2006), further shows that there has been persistent flouting of the laid down procedures and guidelines by procuring entities. This has resulted into colossal loss of high sums of public funds and the procurement of goods, works and supplies that barely meet their intended objectives.

There are two degrees of transparency; internal scrutiny and external scrutiny.

2.4.1 Internal scrutiny

Internal scrutiny is transparency within the organisation, such as examination conducted by internal auditors (Lan. and Cayer, 2005). It seeks to ascertain compliance with the organisation's own standards by its own compliance officers.

2.4.2 External scrutiny

External scrutiny is transparency outside the organisation, such as examination by the press, external auditors, or other outside observers. It refers to the notion that almost anyone can observe organisation's activities and watch how its conducts its business. Only when something is truly of a confidential nature, such as proprietary data belonging to a supplier, or proposals being evaluated prior to contract award, should confidentiality be given a higher priority over transparency while still maintaining an overall transparent process (Basheka, 2009).Even though details of pricing data or trade secrets may be held confidential, procurement officers should always assume that how they do their work is available to the public.

Transparency and accountability require that the basis for decisions is demonstrably clear and objective and that the purchaser is held to account for the conduct of the procurement process (Basheka and Mugabira, 2008).Contracting authorities must be cost effective and efficient in the use of resources while upholding the highest standards of integrity. Procurement practices are subject to audit and scrutiny under the Comptroller and Auditor General (Amendment) Act1993 and Accounting Officers are publicly accountable for expenditure incurred. Management in contracting authorities should ensure that there is an appropriate focus on good practice in purchasing and, where there is a significant procurement function, that procedures are in place to ensure compliance with all relevant guidelines Procurement transactions and decisions must in all respects be fair, equitable and ensure value for money(De Boer and Telgen, 2006). Contracting authorities must be able to justify decisions made and actions taken.

In organising the procurement function, management in contracting authorities must ensure appropriate separation of duties within the procurement cycle (Gelderman et al, 2006). For example, insofar as possible, ordering and receiving goods and services should be distinct from payment for goods and services. Accurate written records (including computer records) are essential in demonstrating that proper ethical standards have been observed. Therefore, appropriate records should be maintained throughout the purchasing process(De Boer and Telgen, 2006). These records should provide an audit trail of the reasons for making a particular procurement decision. The type and detail of information that is recorded should be specified in local procedural guidelines and will depend on the complexity or sensitivity of the particular purchasing issue.

2.5 Integrity and Service delivery

Procurement officers are expected to maintain superior standards of integrity and moral values (Lan, Riley and Cayer, 2005). The International Civil Service Advisory Board identifies integrity as, "one of the fundamental, if not paramount, standards of conduct" which is, "underlined in Article 101 of the United Nations Charter and explicit or implicit in corresponding articles of the basic instruments of the specialized agencies." Their report explains:

"Integrity, while perhaps not subject to exhaustive and precise definition, must be judged on the basis of the total behaviour of the person concerned. Such elementary personal or private qualities as honesty, truthfulness, fidelity, probity and freedom from corrupting influences, are clearly included (Agaba and Shipman, 2008). For the international official, however, the Charter also requires integrity as a public official, and especially as an international public official. Perhaps the clearest expression of this is the fact that he has dedicated himself to regulate his

conduct with the interests of the international organization only in view (Basheka, 2009). It follows that he must subordinate his private interests and avoids placing himself in a position where those interests would conflict with the interests of the organization he serves."

"The concept of integrity enshrined in the Charter of the United Nations embraces all aspects of behaviour of an international civil servant, including such qualities as honesty, truthfulness, impartiality, and incorruptibility (Gelderman et al, 2006). These qualities are as basic as those of competence and efficiency, also enshrined in the Charter..."

Cultural differences including nationality, ethnicity, industry or profession, must be set aside. Generic principles of integrity that extend beyond and rise above such differences must be allowed to prevail, especially in connection with the business transactions conducted by UN procurement officers (Gelderman et al, 2006).

Integrity, to a procurement officer in the international marketplace, means believing that the public trust is so important that it cannot be compromised (Lupia, 2003). A procurement officer should therefore demonstrate integrity by:

- Upholding the principles of the PPDA Act (2003).
- Demonstrating the values of the PPDA, including impartiality, fairness, honesty, and truthfulness, in daily activities and behaviours.
- Acting without consideration of personal gain.
- Resisting undue political pressure in decision making.
- Not abusing power or authority.
- Taking prompt action in cases of unprofessional or unethical behaviour. As a public procurement employee involved in the procurement and acquisition process, you play an important role in preserving the integrity of Government contracting and

assuring fair treatment of bidders, and contractors (Hwang and Powell, 2009). A violation of ethics rules can cause a bid protest or undermine the public's confidence in Government. Improper conduct can also result in an administrative, civil or even criminal penalty (Hwang and Powell, 2009).

Providing good services is a complex process involving both the private and public sectors (De Boer and Telgen, 2006). Staff in government institutions often lack the management skills required to write technical specifications, supervise competitive bidding, and monitor and evaluate the contract performance

(Gelderman et al, 2006). Financial malpractices also could occur at any stage of the process and influence decisions on the model of procurement (direct rather than competitive), on the type and volume of procured supplies, and on specifications and selection criteria ultimately compromising access to essential services (Miles and Breen, 2005).

Public procurement has, for long, been overshadowed with inefficiency, corruption and disregard of fundamental "value for money" considerations (Basheka, 2009). This has adversely impacted the rate and quality of progress in realizing the objectives of national development, especially in developing and transition countries (Tan *et al.,* 2009). Employees may neither engage in, nor give the appearance of engaging in, dishonest or unethical actions. Both are injurious to the public's perception of honest government. As a government employee, you might have access to procurement and other nonpublic information that could affect a contract bid or the award process (Wymer and Regan, 2005). Improper disclosure of such protected information could violate numerous laws, as well as ethics rules. It also could subject you to administrative actions, as well as civil or criminal penalties(De Boer and Telgen, 2006). Management in contracting

authorities should ensure that there is an appropriate focus on good practice in purchasing and, where there is a significant procurement function that procedures are in place to ensure compliance with all relevant guidelines.

Frequent media headlines herald cases of corporate impropriety, management fraud, and the business failures of financial institutions (Thai, 2008). The public, governmental agencies and legislative bodies have expressed great concern about issues of corporate accountability. This concern has placed significant demands on corporate management for more disclosure and increased responsibility. Despite the considerable effort to enforce accountability of funds still some officers continue to manipulate accounts thereby compromising effective accountability of funds. The Audited Accounts of K.C.C for the period 2008/2009 indicate that the Council has lost billions of money without proper accountability. In February 2007 the acting K.C.C town clerk Ruth Kijjambu suspended senior principal assistant town clerk Bazirake Molly and her deputy who were accused over mismanaging 63 millions meant for local government department projects (Daily Monitor Monday, February 26, 2007)

2.6 Impartiality and fairness and Service delivery

In a report by the International Civil Service Advisory Board 'impartiality' features as a key requirement. The report states: "Impartiality implies objectivity, lack of bias, tolerance, restraint - particularly when political or religious disputes or differences arise (Hwang and Powell, 2009). The staff member's personal views and convictions remain inviolate, but he has not the freedom of a private person to "take sides," to enter a dispute as a partisan, or publicly to express his convictions on matters of a controversial nature, either singly or as a member of a group. Just as

the practice of impartiality will strengthen the secretariat, repeated instances of partiality, or bias, will do serious harm to the organization".

According to The concise Oxford dictionary of current English, "fair" is defined as "just, unbiased, and equitable; in accordance with the rules". In the context of impartiality and fairness and accordance with the definition above, the procurement officer should:

- Set aside all personal and organizational biases.
- Apply the same standards of evaluation to all the suppliers (equal treatment).

For example, if one supplier requests additional information, all suppliers should receive that information at the same time (Lupia, 2003). Or, if one offer is disqualified in the evaluation process and the award placed with the next highest priced offer, the reason for disqualifying the lower offer must be applied to all evaluations uniformly.

Fairness implies being reasonable as well as impartial, and treating the organisation's trading partners with professional, businesslike courtesy, as well as with strict adherence to the policies and procedures for conducting the transaction (De Boer and Telgen, 2006).

Even though you may not have a financial interest that can be affected by a procurement activity or contract, circumstances might arise that could call your impartiality into question (Lan,Riley and Cayer, 2005). Some examples of when your impartiality could be questioned include the following:

According to Thai(2008) the duties of the procurement officer require you to work on a procurement involving your former employer or clients, your spouse's employer or clients, close

relatives, or others with whom you have some kind of business relationship (Basheka and Mugabira, 2008).

The contractors, a procurement officer is awarding a contract involving a person the procurement officer is dating.

The procurement officer is required to evaluate bids, one of which was submitted by a friend (Gelderman et al, 2006).

If procurement officer encounter any situation where he or she think his or her impartiality would reasonably be questioned, he or sheshould stop working on that matter, and contact his or her supervisor and agency ethics official for further advice.

According to Hwang and Powell (2009), conflict of interest in procurement is the order of the day. This arises when people in the public sector are influenced by personal and financial consideration when doing their jobs thereby influencing their decisions(Basheka, 2009). Decisions are made for the wrong reasons in favor of people to whom they are close thus impairing the objectivity and independence of their judgments on quality specifications. In procurement when handling a tender, all conflict should be noted recorded and the official involved should then exclude themselves from further involvement in the tender awarding decisions. De Boer and Telgen (2006), further asserts that the procurement process should have clearly stated and well understood policies and procedures as well as written codes of conduct to deal with actual, potential and perceived conflict of interest. He is of the view that if a relative is unquestionably the best evaluated bidder they shall be awarded the tender if the correct procedure is followed.

Leakage of information during the tendering process is a serious ethical procurement issue (Lupia, 2003). This is where some officers leak information to their preferred bidder in advance of the advertisement and afford them an advantage in the preparation of bids.

(Celentani and Ganuza 1989) consider a procurement problem when potential bidder have private information about their production cost since the procurement agent is also in charge of verifying delivered quality in exchange for a bribe, they argue that the agent can allow an arbitrary firm to be awarded the realization of the project and to produce a quality level lower than announced. According to Fisher (2004), government procurement contracts for construction project such as airports deems and highways generate immense opportunities for bribes, kickbacks and other payoffs and this is the reason for the below par works done by the firms awarded the contracts.

When communicating with stakeholders, it is important that it is done not only in the same timeframe but also in the same manner for all stakeholders. The most appropriate manner should be selected according to what is being communicated, to whom, and the urgency of the communication (Gelderman et al, 2006).If all potential tenderers have access to the Internet, additional information provided in response to an individual tenderer's inquiry could be posted on a dedicated website during the tender period so that all potential tenderers have the same clarification of the requirements already provided.

It is good practice to always provide information in writing, whether in hard copy or electronic form. This practice also needs to be followed when notifying tenderers whether or not they are successful. Once the successful tenderer has been appointed, all unsuccessful tenderers should

know the results of the evaluation as soon as possible. Agencies need to consider the most effective way of notifying tenderers, taking into account postal delays, particularly if there are international tenderers.The request documentation must clearly detail the conditions for participation and evaluation criteria and be equally available to all interested parties.

Well defined conditions for participation provide the market with a clear indication of requirements that they must meet, and reduce the resources wasted as a result of lodgment of unsuitable or misdirected bids. Decisions on the selection of suppliers must be made purely against these criteria (Odhiambo and Kamau, 2003). It is important that potential suppliers feel confident that decisions will not be unduly influenced by external factors.

Request documentation must clearly identify and separate conditions for participation from those evaluation criteria that are 'desirable' or 'optional' (Thai, 2008). Bids must meet the conditions for participation, and these should be well targeted, clearly measurable, and not excessive in number. The 'desirable' or 'optional' criteria need to be addressed for the agency to be able to rank the submissions in order of suitability for the procurement.

The request documentation can be structured to help bidders focus on the areas where they will be able to differentiate their bid (Basheka, 2009). 'Desirable' criteria can be listed in order of relative importance, or the request documentation can specify the weighting of each 'desirable' or 'optional' criteria.

If stakeholder representatives or contractors are used to assist with the specification and/or evaluation of a procurement process, agencies may choose to exclude these individuals or organisations from tendering for the project (Lan,Riley and Cayer, 2005). However, in some

instances, it may be preferable to leave the tender open to them and take caution that they do not obtain an unfair advantage.

To maintain fairness in a process, the separation of duties is important. Officials involved in evaluation should not be those who are approving the spending of public money.

2.7 Measures to enhance Public Procurement ethics

It is essential that procurement is conducted in a way that is fair and impartial. Material needs to be available to all interested parties within the same time frame, and each tenderer needs to have access to the same material within the process for it to remain fair (Lan,Riley and Cayer, 2005). Each bid also needs to be considered in a fair and impartial manner, with no conflicts of interest or bias towards or against certain bidders.

In an effort to enhance public procurement ethics, the management must emphasize areas like effective research and analysis (Quinn, 2000). At times the actual result does not match the expected standards thus bringing out the purpose of this research, which is to identify possible ways of enhancing public procurement ethics. Belkaoui (2006) says that every organization has to have limits within which it can gainfully and comfortably operate. The most important limitation the organization faces is the availability of resources and every not for profit oriented organisation must strive to use its resources in the most efficient way to that end and thus it is through public procurement ethics that the organization can optimise the use of its resources.

Sizer (2008) asserts that measures to enhance public procurement ethics depends on the quality of staff employed by the organisation. Low quality of staff employed by the organisations may mean that goals of public procurement will not bemet. And, as a manager, you need to able to

carefully explain to employees how their work is not meeting expectations and be able to define what good performance would look like as opposed to what has been turned in.

Sound public procurement policies and practices are among the essential elements of good governance (KIPPRA, 2006). Otieno (2004) notes the irregular procurement activities in public institutions provide the biggest loophole through which public resources are misappropriated.

According to Thai (2001), the basic principles of good procurement practice include accountability, where effective mechanisms must be in place in order to enable procuring entities spend the limited resources carefully, knowing clearly that they are accountable to members of the public; competitive supply, which requires the procurement be carried out by competition unless there are convincing reasons for single sourcing; and consistency, which emphasizes the equal treatment of all bidders irrespective of race, nationality or political affiliation.

The process should also uphold integrity by ensuring that there are no malpractices; informed decision-making, which requires public bodies to base decisions on accurate information and ensure that requirements are being met (Odhiambo and Kamau, 2003). More still, the Procurement practice should be responsive to aspirations, expectations and needs of the target society. Finally, there is need for transparency to enhance openness and clarity on procurement policy and its delivery (World Bank, 2003). Although various measures have been put forward by various authors about enhancing public procurement ethics, the study has witnessed more measures need to be examined in order to eliminate unethical behaviours in public procurement.

2.8 Conclusion

This chapter reviewed and discussed existing relevant literature, covering the concepts of public procurement ethics and service delivery in public sector. Procurement ethics and service delivery

have been considered broadly according to views of different scholars. Although majority of authors talked about procurement ethics and service delivery they did not address the problem clearly and this necessitated a thorough investigation to examine the extent to which service delivery is affected by public procurement ethics.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter presents the study design, study population, methods of data analysis, data collection instruments, sample size and selection, validity and reliability, procedures of data collection, data analysis and measurement variables.

3.2 Study Design

This study employed a cross-sectional study design using survey strategy. Cross-sectional design was adopted because the study was descriptive in nature and it involved the observation of all of participants in the study at one specific point in time. and this enabled the researcher to collect detailed and in-depth data from KCCA staff. Both quantitative and qualitative approaches were adopted in the study. This is because the quantitative approach allowed the researcher to gather data that can be quantified while the qualitative approach allowed the researcher to gather data that cannot be quantified (Mugenda&Mugenda, 1999). Combining numerical and textual information helped the researcher to enrich the interpretation of findings of the study.

3.3 Area of Study

The study was carried out at Kampala Capital City Authority,City Hall,Kimathi Avenue in Kampala. The study was centered on the procurement ethics and service delivery

3.4 Study Population

The study population included the management and employees of the procurement function and firms offering technical expertise to the procurement function. According to the Human

Resource Records of KCCA for 2013, the procurement function has approximately 45 staff and 14 contractors making a total of 59.

3.5 Sample Technique and Sampling Selection

According to Krejcie& Morgan, (1970) a population of 59, requires a sample proportion of 52 as indicated in Appendix A. Thus the sample size of the study was52 within a 95% level of confidence as shown in the table below: -

Table 3.1: The sample size determination as guided by Krejcie and Morgan (1970)

Sample group	**Study population**	**Sample size**
Procurement and Disposal Function	24	21
Contractors	14	12
Staff from User Departments	21	19
Total	59	52

Two sampling techniques were used to select the sample size of the study. Staff from User Departments and Contractors were selected using purposive sampling technique. The purpose of using purposive sampling technique was to access confidential information relating procurement ethics and how it influences service delivery. This technique was used since Staff from User Departments have rich and deeper information. Staff in procurement function of KCCA was selected randomly. This technique was used to make sample selection without any bias and to enable every employee in procurement function to have the same chance to be part of the study.

3.6 Sources of Data

3.6.1 Primary data

Primary data from procurement and disposal function, contractors and staff from the user department in KCCA was collected using questionnaire and interview guide to gather first-hand information. Data collected using these tools were centered on public procurement ethics and service delivery.

3.6.2 Secondary data

Secondary data was got from KCCA records, published articles, text books, research reports of previous researchers and related information from the internet

3.7 Data collection Instruments

Two types of data collection instruments were used in the study. These included questionnaires and interview guides

3.7.1 Questionnaires

A questionnaire consists of a list of open-ended questions and or close-ended questions to facilitate the collection of primary data. Questionnaires can be used for the collection of both quantitative and qualitative data depending on the need of data type. Self-administered questionnaires (SAQs) were used to collect quantitative data from the staff in procurement function of KCCA. Structured questionnaires were preferred by the researcher because of their advantage like easy to administer on a large population which is largely literate, less costly in terms of money and time (Gay, 1996).

3.7.2 Interview Guides

Interview guides are a far more personal form of research instruments than questionnaires (Amin, 2005). An interview is a conversation between two or more people where questions are asked by the interviewer to elicit facts or statements from the interviewee. Interview guides were used to collect qualitative data from managers who were in position to provide in-depth information. The research presented questions to the managers and their views were written down by the researcher.

3.8 Measurement of Variables

The questionnaires were accompanied with an ordinal measurement, which categorizes and ranks the variables. Thus, a Five Likert scale was used to collect opinion data on the study variables: 5 = strongly agree; 4 = agree; 3 = undecided; 2 = disagree; 1 = strongly disagree. The choice of this measurement was that each point on the scale carries a numerical score which is used to measure the opinions of respondents and it is the most frequent used summated scale in the study of business and social attitude.

3.8 Data Quality Control

3.8.1 Validity

A validity test was carried out prior to the administration of the research instruments. This was done in order to find out whether the questions are capable of capturing the intended data. Experts in research examined the questions to see whether they were capable of capturing the intended response. A Content Validity Index (CVI) was calculated in order to establish the validity of the research instrument. The researcher used the following formula to establish validity of the research instruments as seen below.

$$\text{Content validity Index (CVI)} = \frac{\text{Relevant items by all judges as suitable}}{\text{Total number of items judged.}}$$

The content validity index (CVI) was computed as follows

Raters	Relevant	Not relevant	Total
1	30	3	33
2	27	6	33
Total	57	9	66

CVI= 57/66 = 0.86

The CVI results were greater than the recommended .70 (Amin, 2005), this shows that the questionnaire was considered suitable for collecting data.

3.8.2 Reliability

Reliability of the questionnaire instrument was assessed using Cronbach's coefficient alpha. The questionnaire were pre-tested to 15 respondents and the reliability results werecomputed using the SPSS package. The following formula was used to calculate the Cronbach's coefficient alpha

$$\alpha = \frac{k}{k-1\left[\frac{1-\sum SDi^2}{\sum SDi^2}\right]}$$

Where α = Coefficient Alpha

$\sum SDi^2$ = Sum Variance of Items

$\sum SDt^2$ = Sum Variance of Scale

Reliability Statistics were computed as follows

Variables of public procurement ethics and service delivery	Cronbach Alpha Value
Transparency and service delivery	.8362
Integrity and service delivery	.7314
Impartiality and service delivery	.7612

The coefficient results were greater than the recommended.70 (Amin, 2005) and this implied that the questionnaire was suitable for data collection.

3.9 Data Collection Procedure

Upon approval of the proposal from Kyambogo University, the researcher was given a letter of introduction to KCCA management. This served to secure permission in order to carry out the study in this organization. The researcher then presented a letter of consent to the respondents, after which, questionnaires were distributed. The respondents were given time within which they should return the fully filled questionnaires. Dates were also set for the interviews with the key informants. After the questionnaires had been filled, the researcher collected them, sort them and code them.

3.10 Data Analysis

3.10.1 Quantitative Data Analysis

Qualitative data collected using questionnaires was entered in a computer program known as a Special Package for Social Scientists (SPSS) for analysis. Descriptive statistics was used to yield the desired statistical output, measures of dispersion and measures of relationships between the variables (public procurement ethics and service delivery) were established with the use of mean, and standard deviation. These measures of dispersion were used because they indicate the

scatteredness of data in the distribution. The mean values that can be rounded off to 1.00 and 2.00 indicate disagreement while those that tend to 3.00 reflect that respondents were not sure and finally responses with mean values that can be rounded off to 4.00 or 5.00 indicate that respondents were in agreement with the statements as reflected in the questionnaire. Inferential statistics were used to answer the research questions. Regression analysis was used to analyze the findings and to test the extent to which public procurement ethics affect service delivery in KCCA (Sekaran, 2003). The data was organized and presented by tables.

3.10.2 Qualitative Data Analysis

This involved content analysis, which was used to edit qualitative data and reorganize it into meaningful shorter sentences. Qualitative data was categorized into themes and recurrent themes, which emerged in relation to each guiding question from the interviews, were presented in form of quotation as illustrations.

3.11 Limitations

Sufficient literature on study variables was not easy to obtain. However, the researcher used the internet and several books relating to study variables so as to access the desired literature. There were also cases of concealment of information. However, the researcher assured the respondents that the information collected from them was to be treated with maximum confidentiality and it was for academic purposes only.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF RESULTS

4.0 Introduction:

This chapter analyses, presents and interprets the findings of the study. The study focused on procurement ethics and service delivery using a case study of Kampala Capital City Authority. This chapter first presented the demographic characteristics of the respondents and thus concentrated on study objectives.

4.1 Demographic Characteristics of Respondents

Table 4.1: Showing response rate of respondents

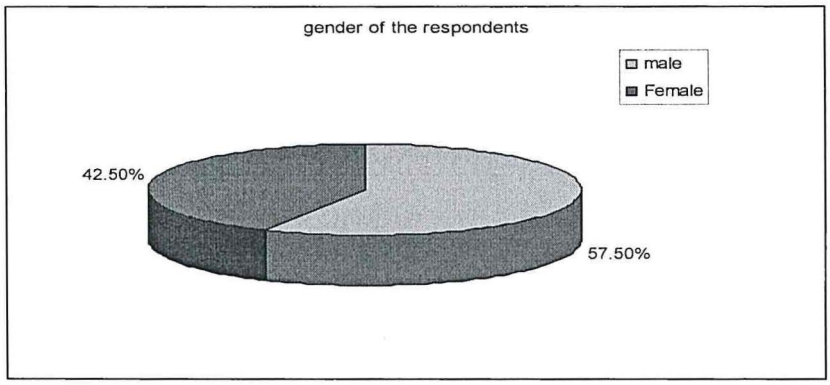
Response	Frequency	Percentage (%)
Actual response	45	86.5
Non response	7	13.5
Total questionnaires issued	52	100

Source: Field data, 2013

Table 4.1 shows that out of 52 questionnaires issued out, there were 45 questionnaires which were returned making the response rate of 86.5% which can be depended on to make conclusion and recommendation. However, the non-response rate was 13.5%. The implication of this result is that people who were targeted to form the sample size of the study, majority (86.5%) took interest in the study and there were very few (13.5%) people who did not participate in the study.

After establishing the response rate, the study sought to establish the gender distribution of the respondents and the results collected are shown as follows: -

Chart 1: Showing gender of the respondents



Source: Field data, 2013

The results as reflected in chart 1 shows that most of the respondents who picked interest to participate in the study were male comprising 57.5% and only 42.5% of the respondents were female this implies that there were gender imbalance in the study. Although this was a case, all respondent who did participated in the study, their opinions and views relating to public procurement ethics and how such affect service delivery were taken and analysed and presented in line with study objectives.

After establishing the gender distribution of the respondents, the study sought to establish the age of the respondents and the findings collected are presented as follows: -

Table 4.2: Showing the age of the respondents

Age	Frequency	Percentage (%)
Below 25	10	22.2
26-35	26	57.8
36-45	5	11.1
46 and above	4	8.9
Total	45	100

Source: Field data, 2013

As shown in table 4.2, most of the respondents who participated in the study were in the age group between 26-35 years comprising 57.8 % this was followed by the respondents below the age of 25 being represented by 22.2%, followed with the age bracket between 36-45 years being represented by 11.1% and other (46 years and above) were 8.9%. This shows that most of the employees are above 25 years of age.

From the analysis of age distribution of the respondents, the study found it necessary to establish the level of education of the respondents and the finding collected were presented as follows: -

Table 1.3: Showing the Level of Education

Level of education	Frequency	Percentage (%)
Certificate	9	20.0
Diploma	15	33.3
Degree	18	40.0
Post graduate	3	6.7
Total	45	100

Source: Field data, 2013

The findings in table 4.3 above shows that, 40.0% of the respondents had bachelor's degree, 33.3% were diploma holders, 20.0% had certificates and 6.7% post graduate qualifications. The implications of this finding is that the respondents in the study were generally elites and thus were in position to express their ideas clearly on the procurement ethics and service delivery since they actively participate in day-to-day Authority's operations.

4.2 Transparency

This part of the study focused on the influence of transparency in the procurement process on service delivery of Capital City Authority. Therefore, various statements were used as indices and the results were presented descriptively using measures of central tendencies as follows: -

Table 4.4: Showing: transparency issues in KCCA

	N	Min	Max	Mean	S.D
In KCCA all transactions are subject to scrutiny to ensure adherence to procurement ethics	45	1.00	5.00	3.45	1.121
The selection of bidders is done in line with Public procurement guidelines	45	1.00	5.00	3.80	1.010
All activities pertaining to public procurement and disposal are done in an open manner for public scrutiny	45	1.00	5.00	3.56	1.012
Information is made available to all interested parties consistently and timely through a readily accessible and widely covered medium	45	1.00	5.00	2.87	0.367
KCCA ensures there is openness and clarity on procurement activities and processes	45	1.00	5.00	3.91	1.133
Unsuccessful bidders are given written or oral debriefing as to why there were not successful.	45	1.00	5.00	3.78	0.331
KCCA always make public reporting of its procurement transactions	45	1.00	5.00	3.39	1.104
Procurement staff exhibit high level accountability in all their dealings	45	1.00	5.00	2.90	1.114

Source: Field data, 2013

The results of the study as shown in table 4.4reflect that respondents slightly agreed that in KCCA all transactions are subject to scrutiny to ensure adherence to procurement ethics (mean = 3.45, standard deviation = 1.121). The implication of this finding is that not all procurement transactions are subject to scrutiny and this is the reason why some officers violate procurement ethics in the Authority. The results from an interviewee indicated that,

> *Although there are some challenges we meet in KCCA, we always strive to ensure that all procurement transaction which involved huge sums of money are vetted to ensure that*

everything is carried out in an open atmosphere so as to delivery perfect services to the people of Kampala.

From the foregoing therefore, it should be argued that to a moderate extent some transactions are subject to scrutiny to ensure adherence to procurement ethics

The findings in table 4.4 also indicate that respondents were in agreement that the selection of bidders is done in line with Public procurement guidelines (mean = 3.80, standard deviation = 1.010). The implication of this finding is that selection process has loopholes since the supporting mean value is less than 4 though tending to 4 and thus there are some violation of PPDA regulations and laws during the tendering process. From an interview it was stated that;

Some contractors are awarded contracts without strict adherence to procurement guidelines and regulations of PPDA. Although KCCA procurement committee strive to ensure that people get best services, but because of non-compliance with the procurement regulations, people end up receiving substandard services.

From the foregoing therefore, it should be reasoned that strict adherence to procurement ethics moves hand in hand with service delivery.

Table 4.4 also reflect that somehow respondents agreed that all activities pertaining to public procurement and disposal are done in an open manner for public scrutiny (mean = 3.56, standard deviation = 1.012). The implication of this finding is that procurement compliance levels towards PPDA regulations are very low. The mechanisms put in place to enhance transparency to register efficiency in service delivery is very weak and this is the reason why there are many complains about service delivery.

Conversely, table 4.4 shows that respondents disagreed with the statement that information is made available to all interested parties consistently and timely through a readily accessible and widely covered medium (mean = 2.87, standard deviation = 0.367). The implication of this finding is that not every stakeholder has the access to procurement information and this has helped the unscrupulous officials in KCCA to violate procurement ethics. The findings from the interviewee were that;

> *In many cases access to information by the public is still a big challenge and this is why the issue of transparency is questionable and this is why many projects fail to bring out desired results as expected from the electorate.*

It should therefore, be reasoned that violation of procurement ethics is centered on poor dissemination of information for public scrutiny.

The results in table 4.4 also indicate that respondents accepted that KCCA ensures there is openness and clarity on procurement activities and processes (mean = 3.91, standard deviation = 1.133). This means that there is some element of openness. However, in order to boost transparency, KCCA procurement team should know clearly that they are accountable to members of the public and thus the whole procurement process need to be carried out in a competitive environment as stipulated in the PPDA Act of 2003.

The results in table 4.4 shows that respondents seem to agree that unsuccessful bidders are given written or oral debriefing as to why there were not successful (mean = 3.78, standard deviation = 0.331). The results from an interview also emerged that,

> *Informing unsuccessful bidders is important in measuring procurement efficiency. Making unsuccessful bidders to know their fate supports openness and accountability in a*

procurement process and gives suppliers confidence to participate in public procurement activities which is the central part in stimulating service delivery.

From the foregoing therefore, it should be stated that effective communication to unsuccessful bidders makes procurement process transparent and can lead to efficient service delivery

Table 4.4 further indicated that respondents marginally agreed that KCCA always make public reporting of its procurement transactions (mean = 3.39, standard deviation = 1.104). The implication of this finding is that there is low public awareness about the procurement process in KCCA. The findings from an interview held a manager reveals that,

Public reporting is seldom carried out and this cripples the elements of transparency in the procurement process. Sometimes because information is poor disseminate, contracts are given to people who cannot deliver services and this is the reason why the Authority has continuously failed to meet its strategic plans of delivering efficient services to the people of KCCA.

It should therefore, be stated that making public reporting about the procurement transaction enhances efficient service delivery.

The results in table 4.4 indicated that respondents disagreed with the view that procurement staff exhibit high level accountability in all their dealings (mean=2.90, standard deviation= 1.114). The results from an interview held with a middle manager, it emerged that;

Lack of accountability is one of the greatest challenges facing public procurement towards service delivery. Most of the officers who are in the procurement committee

always violate ethical code of conduct and indulge in unethical practices such as bribery, conflict of interest, embezzlement, fraud and theft of public funds.

In short, to enhance service delivery in KCCA, there is a need to fight corruption in the procurement process.

4.3 Integrity

This part of the study focused on the influence of integrity in the procurement process towards service delivery. Therefore, various statements were used as indices and the results were presented descriptively using measures of central tendencies as follows: -

Table 4.5: Showing: integrity issues in KCCA

	N	Min	Max	Mean	S.D
In the management of contracts, the elements of integrity is taken as serious issues	45	1.00	5.00	3.05	1.201
In all procurement activities the element of trustfulness is upheld	45	1.00	5.00	2.99	.987
KCCA Staff always resist undue political pressure in making procurement decisions	45	1.00	5.00	2.07	1.132
Over the years KCCA has been losing money in procurement activities due to integrity problems	45	1.00	5.00	4.60	.678
Officers conduct themselves in a manner that maintain trust and confidence in the integrity of procurement process	45	1.00	5.00	3.02	1.298
There is no way public procurement can be fruitful without holding the element of integrity	45	1.00	5.00	4.08	1.001
Contract evaluation measures are adopted to get genuine best evaluated bidder	45	1.00	5.00	3.43	1.231

Source: Field data, 2013

The results of the survey as revealed by table 4.5 shows that respondents were not sure whether in the management of contracts, the elements of integrity is taken as serious issues. This is shown by a mean value of 3.05. However, a standard deviation of 1.201reveal varied responses from the respondents who participated in the study as far as integrity issues are concerned. In an interview with a manager it was noted that,

> *In most cases the element of integrity is not taken as an issue. Corruption in KCCA has evolved as an acceptable and coveted way of life. People who quickly amass wealth through corrupt practices are glorified while those who uphold principles of integrity and moral values are ridiculed. Lack of integrity means there is corruption in procurement process and this affects adversely service delivery.*

It should therefore be stated to preparation for service delivery need to be scrutinized to ensure that the element of integrity in public procurement is upheld in all transactions.

From the survey, as reflected in table 4.5, it can be deduced that respondents disagreed that in all procurement activities the element of trustfulness is upheld, this is revealed by a mean value of 2.99, though it is not significantly far from the "not sure" position. The standard deviation of .987 reveals that there were varied responses from the respondents who participated in the study. From an interview it emerged that;

> *Lack of trustworthy in procurement has created new forms of corruption such as 'Syndicate Corruption' and 'Management by Crisis'. The former involves networks of strategically placed KCCA officials who connive to embezzle funds with impunity, and the latter involves deliberate delays in procurement planning in order for KCCA officials to create a crisis and an excuse to stampede the procurement process. Creation of*

psychological fear so as to extort money is also emerging as a way in which corrupt officials prey on the public; normally they connive with other partners to fabricate felonious charges against a "suspect" with the aim of instilling fear which they exploit to extort bribes.

Basing on the above views, it should be inferred that there is integrity problems in KCCA due to absence of trustfulness in procurement dealings

From the table 4.5, respondents disagreed with the view that KCCA Staff always resist undue political pressure in making procurement decisions as reflected by the mean value of 2.07. Additionally, a standard deviation of 1.132 shows varied responses regarding as to whether staff always resists undue political pressure in making procurement decisions.

From an interview held a manager it also emerged that,

Few officers can resist undue political pressure. It is known that most people are politically appointed and this sometimes cripples procurement ethics. Those who are not politically appointed always have conflicts politician's renders and this hampers the procurement process.

In short, it should be logical to state that Staff always rarely resists undue political pressure in making procurement decisions.

In table 4.5, respondents agreed that over the years KCCA has been losing money in procurement activities due to integrity problems with a mean value of 4.60. Conversely, a standard deviation of .678 reflects significant differences in responses as to whether KCCA has been losing money in procurement activities due to integrity problems. Although the probability

of apprehending people who violate procurement principles and professional ethics is high, some people are untouchables in KCCA rendering the whole effort fruitless. From an interview, a manager said that;

> *Losing money due to fraudulent activities during procurement process has become a common issue in KCCA. He cited a case which happened in 2009, on July 23, when Mr Tumwine was suspended for allegedly sanctioning payments worth Shs71 million to ghost firms, Psalms 24:1 and Investment for Works on Kinkunku Drain in Makindye Division. He was, however, meant to return 25 percent (Shs17Million) of the mismanaged Shs71 million although it is not confirmed whether he did so. He was interdicted along with several other KCC officials including his deputy Grace Tabuzibwa, Makindye division Finance Officer Mr Henry Migadde, Kampala Central Division SPATC David Mulambuzi formerly at Kawempe and Higobero from Nakawa Division.*

From the foregoing therefore, it should be argued that although KCCA has ever lost considerable sums of money, there are measures and guidelines put in place to ensure that staff who violate the code of conduct of failing to give accountability are punished.

The findings in table 4.5 shows that respondents were not sure whether officers conduct themselves in a manner that maintain trust and confidence in the integrity of procurement process (Mean= 3.02, standard deviation =1.298). From an interview, it was noted that;

> *The demand for by the KCCA procurement officers and payment of bribes by the contractors are no longer secret or covert but are overt actions. Procurement officials in KCCA openly ask for bribes in exchange for services, and contractor openly pay without complaining because they are assured of being selected to offer services.*

Basing on the above views it should be argued that staff rarely conducts themselves in a manner that maintains trust and confidence in the integrity of procurement process.

Table 4.5 shows that respondents agreed that there is no way public procurement can be fruitful without holding the element of integrity. This is revealed by a mean value of 4.08. However, a standard deviation of 1.001 suggests varied responses over the test statement. The results from an interview held a manager it emerged that,

> *Following KCCA procurement rules and regulations means that efficient service delivery can be registered. It is worth noting it is impossible to have good services if there is no strict adherence to KCCA procurement regulation.*

From the above view it should be logical to state that there is a link between integrity and service delivery.

The analysis of results in table 4.5 reveal a mean of 3.43, implying that the respondents were slightly in agreement that contract evaluation measures are adopted to get genuine best evaluated bidder. However, a standard deviation of 1.231 reveals a significant variation in the opinions which could also relate to not clearly understanding whether contract evaluation measures are adopted to get genuine best evaluated bidder.

4.4 Impartiality

This part of the study focused on the influence of impartiality in procurement process towards service delivery. Therefore, various statements were used as indices and the results were presented descriptively using measures of central tendencies as follows: -

Table 4.6: Showing: Impartiality issues in KCCA

	N	Min	Max	Mean	S.D
In KCCA tenders are given out with no element of biasness	45	1.00	5.00	3.29	1.121
Openness is central in the awarding of contracts	45	1.00	5.00	3.93	1.080
There is no person prejudice in the selection process of contractors	45	1.00	5.00	2.73	1.031
The high level of discrimination in awarding contracts is the reason for high unethical practices in KCCA	45	1.00	5.00	4.81	.378
There is no leakage of information to bidders	45	1.00	5.00	3.92	1.241
The information provided by evaluations conducted by committee is of high quality	45	1.00	5.00	3.07	1.371
Officers who are impartial in carrying out procurement activities are always challenged by their colleague	45	1.00	5.00	3.87	1.301

Source: Field data, 2013

Table 4.6 shows that the respondents almost not sure whether in KCCA tenders are given out with no element of biasness with a mean value of 3.29 which appears to be close to the average rank of 3. Additionally, the corresponding standard deviation also revealed a significant value of 1.121. This also shows variation in the responses provided by the respondents. In an interview with one of the managers said that,

> *Obviously there is an element of bias when awarding tenders. There are situations of preferential treatment for certain contractors and some contractors are allowed to quote higher prices because the staffs in the procurement team have received gifts from contractors.*

From the foregoing therefore, it should be argued that there are elements of biasness in the tendering process which cripples efficient service delivery.

Table 4.6 reflect that respondents seemed to agree that openness is central in the awarding of contracts as reflected by the mean value of 3.93which is tending towards 4. However, a significant standard deviation of 1.080 suggests varied responses about the view. This is in agreement with what the departmental head of procurement stated, that;

> *Although, corrupt procurement officers are not only biased in their choice of supplier, but also in their prioritization of procurement projects. Bribes will seldom be obtainable in all markets, and a corrupt official may shift the focus of acquisition to sectors where bribes and personal benefits are easier to gain. Besides, if the bribe is calculated as a percentage of the total contract, the corrupt official is likely to exaggerate investments in certain products or services, at the expense of other needs. This could result in the acquisition of too many computers or power generators, or an overstated concern with shelter construction while real priorities lay elsewhere. In addition to the tangible consequences described, corruption can undermine trust in the individual agencies involved, and in the humanitarian system as a whole.*

In table 4.6, respondents disagreed with the view that there is no person prejudice in the selection process of contractors(mean =2.73). But since the mean appears so close to the actual average, then the need to closely focus on the variation. Thus, a standard deviation of 1.031suggests significant differences in responses as regards to whether there is no person prejudice in the selection process of contractors. From an interview it was noted that;

> *In KCCA there is a problem of bid rigging. This happens when bidders collude with one another and keep the bid amount at a predetermined level especially in a competitive public tender environment. This intentional manipulation is done by the members of the bidding group who submitted common bids. The interested bidders agree in advance the following*

details; who would submit competitive bids, at what prices, who would win and how the profits would be shared among the bidders. This process would involve KCCA officials, who are responsible for conducting the tender and who are willing to collaborate with the bidders in the bid rigging fraud.

Basing on the above view it should be reasoned that there are personal prejudice in the selection process of contractors and hinders the element of objectivity in tendering process.

The results as reflected in table 4.6 show a mean of 4.81. This is almost close to a maximum of 5, implying that respondents agreed that the high level of discrimination in awarding contracts is the reason for high unethical practices in KCCA. The figure of standard deviation (.378) further reveals that the respondents had varied opinion about the test statement.

From an interview it was stated that;

When bribery is involved, the contract is not necessarily awarded to the firm offering the best price/quality combination. As a result, the agency may receive badly maintained vehicles, expired medicines, or diluted cement. In addition to affecting the quantity of goods and services, corruption can have a huge impact on quality as well. Some form of business benefit is a main motivation behind bribery, and hence corruption can increase the market power of the best bribers. Higher profits and more contracts enable a firm to augment further its market power through other (honest) mechanisms, such as more extensive advertising or a reduction in prices to squeeze out competitors in certain segments of the market.

This state of affairs shows that there is high level of discrimination in awarding contracts and this is the reason for high unethical practices being exhibited in KCCA.

The analysis of results in table 4.6 reveal a mean of 3.92, implying that the respondents were slightly in agreement that there is no leakage of information to bidders. However, a standard deviation of 1.241reveals a significant variation in the opinions which could also relate to not clearly understanding the test statement.

From the results in table 4.6, respondents were not sure whether the information provided by evaluations conducted by committee is of high quality. This is revealed by a mean of 3.07. Further, a standard deviation of 1.371 also indicates a significant variation in the responses generated by the respondents.

The findings as reflected in table 4.6indicate that respondents agree that officers who are impartial in carrying out procurement activities are always challenged by their colleague. This is revealed by a mean of 3.87, although the standard deviation of 1.301seems to suggest variation in the responses generated for the test.

4.5 Service Delivery

This part of the study focused on service delivery issues in KCCA. Therefore, various statements were used as indices and the results were presented descriptively using measures of central tendencies as follows: -

Table 4.7: Showing: Service Delivery issues in KCCA

	N	Min	Max	Mean	S.D
All service deliverable are always reliability	45	1.00	5.00	2.34	1.191
Service offered by KCCA are always on time	45	1.00	5.00	2.96	1.201
The electorate always complain about service delivery	45	1.00	5.00	3.67	.908
Whenever contracts are made they results into efficient service delivery	45	1.00	5.00	1.82	1.299
Services offered are generally of sub standards	45	1.00	5.00	3.87	1.190
There is high level of awareness about the services offered by KCCA to electorates	45	1.00	5.00	2.87	1.171
There is some improvement is service responsiveness offered by KCCA	45	1.00	5.00	2.92	1.205

Source: Field data, 2013

In the table 4.7 above the researcher set out to examine the quality and the effectiveness of service offered by KCCA and the findings obtained were analyzed using means and standard deviations so as to determine the level of dispersion in responses so that conclusions for the study can be made as follows;

Table 4.7 shows that respondents disagreed with the view that all service deliverable are always reliability, this is revealed by a mean value of 2.34. Further, the standard deviation of 1.191reveals that there were varied responses from the respondents who took part in the study. In an interview held with a manager it emerged that,

> *Because of inefficiencies in the procurement process and failure to adhere to procurement regulation, reliability in service deliverable is hard to register in Kampala Capital City Authority.*

From the above view, it should be inferred that the delivery of services are unreliable due to non-compliance with procurement ethics.

The results of in table 4.7, also show that respondents disagreed with the test statement that service offered by KCCA are always on time. This is revealed by a mean value of 2.96. However, a standard deviation of 1.201suggests varied responses over the test statement. From an interview, it was stated that;

> *It is a miracle to receive timely services this is because the whole process is rotten, staff do not follow procurement guidelines, there is a lot of nepotism in awarding contracts and that people violate professional ethics when executing procurement contracts and this is generally a biggest challenge facing the Authority.*

From the foregoing therefore, it should be argued that service deliverables are not always on time.

From table 4.7, respondents seem to marginally agree with statement that the electorate always complain about service delivery as reflected by the mean value of 3.67. However, a significant standard deviation figure of .908indicates varied responses from the respondents on the same, implying that they have different opinions about complaints from the electorate.

The findings in table 4.7 show that respondents were in disagreement that whenever contracts are made they results into efficient service delivery. This is shown by a mean value of 1.87. Additionally, a standard deviation of 1.299reveal varied responses from the respondents who participated in the study.

However, the analysis of results in table 4.7 reveal a mean of 3.87, implying that the respondents were in agreement that services offered are generally of sub standards. Further, a standard deviation of 1.190 shows variation in the views implying that they may have failed to understand whether the test statement.

The results of the study in table 4.7 further indicated that the respondents disagreed that there is high level of awareness about the services offered by KCCA to electorates(Mean = 2.87). However, even then the respondents seemed to have varied in their responses over the statement as revealed by a standard deviation of 1.171. From an interview held with one manager it was noted that,

> *Information dissemination is still one of the formidable challenges the Authority is facing. People are not informed about the services the Authority must offer and thus there is a problem of instilling trust in public.*

From the above view it should be argued that high level of public compliant about the services offered by the Authority is due to low levels of awareness about the services offered by KCCA.

The findings of study in table 4.7 also indicated that respondents disagreed with the view that there is some improvement is service responsiveness offered by KCCA (Mean = 2.92). However, a standard deviation of 1.205 reveals a significant variation in the opinions which could also relate to not clearly understanding the statement. The implication of this finding is that there low levels of openness in the delivering services to the people and this is why KCCA has a long way to go in as far as service delivery is concerned.

4.6 Relationship between Procurement Ethics and Service delivery

This section tested the relationship between procurement ethics and service delivery and the results are shown in the following tables.

Table 4.8 Correlations

Model	R	R Square[b]	Adjusted R Square	Std. Error of the Estimate
1	.891[a]	.794	.768	4.7381

Source: Field data, 2013

From table 4.8, the study shows a strong linear relationship between transparency, integrity, impartiality and service delivery (r =.891). Transparency, integrity and impartiality affect service delivery by 79.4% and 20.6% is due to other factors such compliance with Laws and regulatory environment such as PPDA Laws, Local Government Act and accountability.

Table 4.9 ANOVA[c,d]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	131546.172	0	33041.115	**1863.132**	.000[a]
	Residual	2932.031	45	19.430		
	Total	124806.000[b]	45			

Source: Field data, 2013

Furthermore, from table 4.9 these findings were significant (F = 1863.132, p < .05). Thus, this implies that transparency, integrity, impartiality affect service delivery. Thus, this implies that;

i. Transparency positively affect service delivery in Kampala Capital City Authority
ii. Integrity positively influences service delivery in Kampala Capital City Authority
iii. Impartiality positively influences service delivery in Kampala Capital City Authority

In addition the coefficients of each procurement ethics indicators show that transparency, integrity, impartiality significantly affect service delivery ($p < .05$)

Table 4.10 Regression analysis results Coefficients[a,b]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	Transparency	.312	.029	.419	2.619	.014
	Integrity	.256	.048	.272	3.334	.012
	Impartiality	.291	.131	.214	2.945	.019

a. Dependent Variable: Service delivery
b. Linear Regression through the Origin

Source: Field data, 2013

From table 4.10 above, integrity most affects service delivery ($t = 3.334$) followed by impartiality ($t = 2.945$) and lastly transparency ($t = 2.619$). The implication of this finding is that central to the whole of public procurement ethics is integrity and lack of integrity means that there is high level of corruption which affects adversely service delivery. Furthermore, the element of impartiality should strict be followed. Procurement officers should not be biased in their procurement dealing of the Authority is to ensure efficient service delivery. Lastly, the whole process should be transparent so foster proper evaluation of service delivery.

CHAPTER FIVE

DISCUSSION, SUMMARY, CONCLUSIONS, RECOMMENDATIONS AND SUUGESTIONS

5.1 Introduction:

Under this chapter, the researcher discusses, summarizes the findings, concludes and recommends as per the study objectives and the research questions in chapter one and thus makes suggestions for further study.

5.1 Discussion of findings

5.1.1 The influence of transparency in the procurement process on service delivery

The finding of the study as reflected in table 4.4 indicated that not all procurement transactions are subject to scrutiny and this is the reason why some officers violate procurement ethics in the Authority. That the selection process has loopholes and thus there are some violation of PPDA regulations and laws during the tendering process. This is in agreement with De Boer and Telgen, (2006) that all transactions are subject to scrutiny but not all organizations experience such scrutiny and this is the reason why there is a problem of poor service delivery in public sector organizations. To ensure efficient service delivery, procurement officers and assistants must always conduct themselves in such a way that any scrutiny would not damage their organization or its leaders, member organizations, staff, or programmes.

Further table 4.4 also reflect that respondents disagreed that information is made available to all interested parties consistently and timely through a readily accessible and widely covered medium.

Further respondents in table 4.4 slightly agreed that KCCA ensures there is openness and clarity on procurement activities and processes. That KCCA seldom make public reporting of its procurement transactions. Those unsuccessful bidders are given written or oral debriefing as to why there were not successful. This is in line with the PPDA (2009)require agencies to offer unsuccessful bidders a written or oral debriefing as to why their offers were not successful (Agaba and Shipman, 2008). Another important element of transparency towards efficient service delivery is public reporting of opportunities and agreements. The PPDA (2011-2014) identify agencies' reporting obligations. Further detail is available in the Guidance on Procurement Publishing Obligations. One of the major factors that affect service delivery in the public sector is corruption; few activities create greater temptation or offer more opportunities for corruption than the public sector procurement. Hardly a day will pass by without another major scandalous public procurement activity in the papers (Basheka and Mugabira, 2008). The main purpose of the procurement procedure is to ensure openness to all stakeholders involved in the procurement exercises.

5.1.2The influence of integrity in the procurement process of Capital City Authority on service delivery.

The results of the survey as revealed by table 4.5 shows that in most cases the element of integrity is not taken as an issue. That few officers can resist undue political pressure and that Lack of trustworthy in procurement has created new forms of corruption such as 'Syndicate Corruption' and 'Management by Crisis'. The former involves networks of strategically placed KCCA officials who connive to embezzle funds with impunity, and the latter involves deliberate delays in procurement planning in order for KCCA officials to create a crisis and an excuse to

stampede the procurement process. Corruption in KCCA has evolved as an acceptable and coveted way of life. People who quickly amass wealth through corrupt practices are glorified while those who uphold principles of integrity and moral values are ridiculed. This is in disagreement with Agaba and Shipman (2008) that procurement officers are expected to maintain superior standards of integrity and moral values. That integrity is one of the fundamental, if not paramount, standards of conduct" which is, "underlined in Article 101 of the United Nations Charter and explicit or implicit in corresponding articles of the basic instruments of the specialized agencies" (Basheka, 2009). Practitioners of procurement must have qualities such as honesty, truthfulness, fidelity, probity and freedom from corrupting influences which are in this case lacking in KCCA.

5.1.3The influence of impartiality in procurement process of KCCA on service delivery

The results in able 4.6 shows that although the element of openness is central in the awarding of contracts, it was found out that there is an element of bias when awarding tenders. That in KCCA there is a problem of bid rigging and high level of discrimination in awarding contracts. This happens when bidders collude with one another and keep the bid amount at a predetermined level especially in a competitive public tender environment. This intentional manipulation is done by the members of the bidding group who submitted common bids. The interested bidders agree in advance the following details; who would submit competitive bids, at what prices, who would win and how the profits would be shared among the bidders. This process would involve KCCA officials, who are responsible for conducting the tender and who are willing to collaborate with the bidders in the bid rigging fraud. These findings are in disagreement with Lan, Riley and Cayer (2005) that is essential that procurement is conducted in a way that is fair and impartial. Material needs to be available to all interested parties within the same time frame, and each tenderer needs to have

access to the same material within the process for it to remain fair. Each bid also needs to be considered in a fair and impartial manner, with no conflicts of interest or bias towards or against certain bidders.

5.2 Summary of findings

The finding of the study revealed that not all procurement transactions are subject to scrutiny and this is the reason why some officers violate procurement ethics in the Authority.

That the selection process has loopholes and thus there are some violation of PPDA regulations and laws during the tendering process.

That to ensure efficient service delivery, procurement officers and assistants must always conduct themselves in such a way that any scrutiny would not damage their organization or its leaders, member organizations, staff, or programmes.

That in most cases the element of integrity is not taken as an issue. That few officers can resist undue political pressure.

That Lack of trustworthy in procurement has created new forms of corruption such as 'Syndicate Corruption' and 'Management by Crisis.

That corruption in KCCA has evolved as an acceptable and coveted way of life. People who quickly amass wealth through corrupt practices are glorified while those who uphold principles of integrity and moral values are ridiculed.

That although the element of openness is central in the awarding of contracts, it was found out that there is an element of bias when awarding tenders and thus officers are not objective in their procurement dealings.

That in KCCA there is a problem of bid rigging and high level of discrimination in awarding contracts.

5.3 Conclusions:

The purpose of the study was to examine the extent to which service delivery is affected by procurement ethics and this was met by the findings. The study indicated that there is a strong linear relationship between transparency, integrity, impartiality and service delivery (r =.891). Transparency, integrity and impartiality affect service delivery by 79.4% and 20.6% is due to other factors such as compliance with regulatory environment and laws such as PPDA Laws and regulations, Local Government Act and accountability

The study indicated that central to the whole of public procurement ethics is integrity and lack of integrity means that there is high level of corruption which affects adversely service delivery. Furthermore, the element of impartiality should strict be followed. Procurement officers should not be biased in their procurement dealing of the Authority to ensure efficient service delivery. Lastly, the whole process should be transparent so foster proper evaluation of service delivery.

5.4 Recommendation

Basing on the finding of study the following was recommended.

5.4.1 Transparency in the procurement process and service delivery

In organising the procurement function, management in contracting authorities in KCCA must ensure appropriate separation of duties within the procurement cycle. For example ,insofar as

possible, ordering and receiving goods and services should be distinct from payment for goods and services.

The management of KCCA should understand that accurate written records (including computer records) are essential in demonstrating that proper ethical standards have been observed. Therefore, appropriate records should be maintained throughout the purchasing process. These records should provide an audit trail of the reasons for making a particular procurement decision. The type and detail of information that is recorded should be specified in local procedural guidelines and will depend on the complexity or sensitivity of the particular purchasing issue.

5.4.2 Integrity in the procurement process and service delivery

The management of KCCA should ensure that procurement transactions and decisions in all respects are fair, equitable and ensure value for money. Contracting authorities in KCCA must be able to justify decisions made and actions taken.

In the context of procurement, the aim should be that procurement officers and organizations are trusted and respected by those with whom they deal and that business is conducted by all parties not only efficiently but in a fair and reasonable manner.

5.4.3 Impartiality in procurement process and service delivery

It is essential that procurement process in KCCA be conducted in a way that is fair and impartial. Material needs to be available to all interested parties within the same time frame, and each tenderer needs to have access to the same material within the process for it to remain fair. Each

bid also needs to be considered in a fair and impartial manner, with no conflicts of interest or bias towards or against certain bidders.

When communicating with stakeholders, it is important that it is done not only in the same timeframe but also in the same manner for all stakeholders. The most appropriate manner should be selected according to what is being communicated, to whom, and the urgency of the communication.

This practice also needs to be followed when notifying tenderers whether or not they are successful. Once the successful tenderer has been appointed, all unsuccessful tenderers should know the results of the evaluation as soon as possible. KCCA need to consider the most effective way of notifying tenderers, taking into account postal delays, particularly if there are international tenderers.

Furthermore, the request documentation must clearly detail the conditions for participation and evaluation criteria and be equally available to all interested parties.

5.5 Areas for further research

- Effect of ethics on suppliers' satisfaction.
- Ethics and its impact in cost reduction in procurement.

Policy implementation in the public sector an ethical critique

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APPENDIX A

Krejcie and Morgan Sample Table for Determining Sample Size from a Given Population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: "N" is population size

"S" is sample size.

APPENDIX B:

QUESTIONNAIRE

TOPIC: PUBLIC PROCUREMENT ETHICS AND SERVICE DELIVERY

Dear respondents,

The purpose of this questionnaire is to get your views on the above mentioned research topic. The information will be used for academic purposes only and will be treated with highest degree of confidentiality. Please feel free and answer all questions to the best of your knowledge and ability as honestly as possible. There is no correct or wrong answer. What is important is your view about the subject. I thank you in advance for accepting providing me with necessary answers. Please do not write your name on the questionnaire.

Thank you.

Instructions:Fill or tick where appropriate.

SECTION A: BACKGROUND INFORMATION

Please circle the appropriate response for questions 1 to 3.

1.Gender of Respondent

a) Male b) Female

2. What is your age Category?

a) Below 25 b) 26-35 c) 36-45 d) 46 and above

3. Level of Education

a) Masters b) Postgraduate Diploma c) Degree d) Diploma e) Advanced Level

f) Ordinary Level g) Other Specify.....

SECTION B:

Please indicate the extent to which you agree with each of the statement by ticking the appropriate choice on **Public Procurement Ethics and Service Delivery in KCCA**

Key:

1	2	3	4	5
Strongly Disagree	**Disagree**	**Not sure**	**Agree**	**Strongly Agree**

	A. Transparency	**1**	**2**	**3**	**4**	**5**
1.	In KCCA all transactions are subject to scrutiny to ensure adherence to procurement ethics					
2.	The selection of bidders is done in line with Public procurement guidelines					
3.	All activities pertaining to public procurement and disposal are done in an open manner for public scrutiny					
4.	Information is made available to all interested parties consistently and timely through a readily accessible and widely covered medium					
5.	KCCA ensures there is openness and clarity on procurement activities and processes					
6.	Unsuccessful bidders are given written or oral debriefing as to why there were not successful.					
7	KCCA always make public reporting of its procurement transactions					
8	Procurement staff exhibit high level accountability in all their dealings					
	B. Integrity	**1**	**2**	**3**	**4**	**5**
9	In the management of contracts, the elements of integrity					

	is taken as serious issues					
10	In all procurement activities the element of trustfulness is upheld					
11	KCCA Staff always resist undue political pressure in making procurement decisions					
12	Over the years KCCA has been losing money in procurement activities due to integrity problems					
13	Officers conduct themselves in a manner that maintain trust and confidence in the integrity of procurement process					
14	There is no way public procurement can be fruitful without holding the element of integrity					
15	Contract evaluation measures are adopted to get genuine best evaluated bidder					
	C. Impartiality	**1**	**2**	**3**	**4**	**5**
16	In KCCA tenders are given out with no element of biasness					
17	Openness is central in the awarding of contracts					
18	There is no person prejudice in the selection process of contractors					
19	The high level of discrimination in awarding contracts is the reason for high unethical practices in KCCA					
20	There is no leakage of information to bidders					
21	The information provided by evaluations conducted by committee is of high quality					
22	Officers who are impartial in carrying out procurement activities are always challenged by their colleague					

D. Service delivery						
		1	2	3	4	5
23	All service deliverable are always reliability					
24	Service offered by KCCA are always on time					
25	The electorate always complain about service delivery					
26	Whenever contracts are made they results into efficient service delivery					
27	Services offered are generally of sub standards					
28	There is high level of awareness about the services offered by KCCA to electorates					
29	There is some improvement is service responsiveness offered by KCCA					
30	All service deliverable are always reliability					

End

Thank you for your cooperation

APPENDIX C

INTERVIEW GUIDE

1. Do you observe the element of transparency in all your procurement activities?
2. If yes, how do you ensure that there is high level of transparency?
3. Has transparency in procurement activities resulted into efficient service delivery?
4. If no, what can be done to improve on the element of transparency in order to register efficient service delivery?
5. Do you observe the element of integrity in all your procurement activities?
6. If yes, how do you ensure that there is high level of integrity in public procurement?
7. Has integrity in public procurement been translated into efficient service delivery?
8. If no, what can be done to improve on the element of integrity in order to register efficient service delivery?
9. Do you ensure that officers in procurement exhibit high level of impartiality in all the procurement activities?
10. If yes, how has KCCA managed to ensure that officers are impartial in their procurement dealing?
11. Do you think there is a direct bearing between impartiality and service delivery?
12. In what ways can KCCA improve on the objectivity of officers dealing in procurement in order to register efficient service delivery?

End

Thank you for your cooperation

KYAMBOGO UNIVERSITY

P. O. BOX 1 KYAMBOGO Tel: 0414 – 285037, 289267 Fax: 256-41-220464 Website www.kyu.ac.ug

Office of the Dean Graduate School

Your ref:.....
Our ref: KYU/GSch/01/13

4th December, 2013

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: LETTER OF INTRODUCTION

This is to introduce to you **NYAKABARA RUHEMBA EDMOND** Registration Number **2011/U/HD/386/MBA** who is a student of Kyambogo University pursuing a Master's degree in Business Administration of Kyambogo University.

He is carrying out a research on "***Public Procurement Ethics and Service Delivery in the Public Sector of Uganda".*** A Case Study of Kampala Capital City Authority in partial fulfillment of the requirements for the award of the Master's degree in Business Administration of Kyambogo University.

This is to kindly request you to grant him permission to carry out this study in your establishment.

Any assistance rendered to him will be highly appreciated.

Yours faithfully,

Dr. M. A. Byaruhanga Kadoodooba
Dean-Graduate School

KYAMBOGO UNIVERSITY
04 DEC 2013
OFFICE OF THE DEAN
GRADUATE SCHOOL